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ABSTRACT

Business and counseling professionals agree that counselors can have a place in the organizational and corporate setting and be a valued commodity for the success of business. Human resource development (HRD) provides an organization's personnel with cognitive experiences designed to improve job performance and productivity. Counselors are often employed in HRD programs for work in: (1) career development; (2) employee assistance programs (EAPs), and (3) training and development. Career development stresses the importance of matching the individual to the job. Full scale career counseling is the most complete and desired method for assisting with career development, and counselors are well equipped to perform assessment interviews, psychological testing and interpretation, and behavior observation. Counselors working in employee assistance programs involve themselves in activities which include needs analysis of the individual client or group of clients, behavior modification programs, referral sources, and therapists. Tasks that counselors might perform in the training and development field include professional self-development, needs analysis, individual development, group and organizational development, planning and counseling, and managing work relationships and counseling. Counselors who enter business and industry via training and development, EAPs, and career development programs may find themselves in demanding roles which test their creative and professional skills. (NB)

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Counselor Roles in Business and Industry

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Corporate productivity, according to Leonards (1981), is directly related to employee mental health. Organizations that provide a healthy atmosphere in which to work, and provide assistance for employees who need or seek help, have a higher productivity record (Herr and Schofield, 1983). Thus, business is concerned with their costs that are directly related to people. Professional counselors have the skills to help reduce people costs by positively affecting the corporate and individual employees mental health by providing services to the individual themselves and/or the entire system at once.

Business and counseling professionals now agree that counselors can have a place in the organizational and corporate setting and be a valued commodity for the success of business. Smith and Walz (1984:8) state:

> Counselors in the privacy of their offices have successfully worked with individuals helping them develop, change, cope, and grow. Many of the same techniques work successfully when applied to the corporate setting. Within the corporate mileau counselors are viewed as professionals working in the area of human resource development. In their new role counselors apply their skills to the business setting.

Human Resource Development

Human resource development (HRD) has as its purpose the development of the organization through its people, by providing cognitive experiences which are designed to improve job

performance and productivity. HRD, normally found within larger business and industry, is designed to change the performance of personnel by offering opportunities for learning and a chance to apply their skills (Berne, 1984). HRD has merged, for the most part, with the personnel departments of many businesses and industries. Although HRD has a long history, it has been only since 1940 that we have begun to find literature that is concerned with HRD function (Nadler, 1984). As corporations learn more and more the value of their human resources we find that management will be more committed to expanding its human resources team to include counseling professionals.

Counselors employed in HRD settings may find themselves interviewing employees involved in work accidents, testing employees for future upward mobility, assessing performance, observing behavior, and more. HRD programs often employ professionals with counseling backgrounds for work in career development, employee assistance programs, training and development and other related HRD functions (Smith, Piercy, and Lutz, 1982).

Career Development

Career development is a component of HRD which stresses the importance of matching the individual to the job and to assist in determining the employees job track. Career development is "... the personnel activity which helps individuals plan their future careers within the enterprise, in order to help the enterprise achieve its objective and the employee achieve maximum self-development" (Glueck, 1978:263).

Full-scale career counseling is the most complete and

desired method for assisting with career development. Professionals in career development who have counseling experience are better equipped to perform assessment interviews, psychological testing and interpretation, and behavior observation than those career development specialists with little or no counseling experience (Dubrin, 1981). The Coca-Cola company, realizing the importance of human resources as the company's most vital priority has instituted programs to enhance employee skills and talents through career planning programs, educational opportunities, and involvement with management (Dyson, 1985).

Many career development programs are incorporating new nontraditional services in order to keep up with the complexity of modern technologies and pressures. These efforts are being aimed at expanding career development services by offering testing programs to include interest inventories for outplacement, providing counseling for those suffering through mid-life career change, recruiting in colleges and vocational/technical schools, relocation services, and career counseling for dual career couples (Kidd, 1971; Ford, 1980).

Employee Assistance Programs

Counselors entering the HRD field in business and industry often find themselves working as directors or assistants in Employee Assistance Programs (Smith and Walz, 1984; Smith et al., 1982; Mahoney, 1984; Dubrin, 1981). Counselors working in employee assistance programs involve themselves in activities which include needs analysis of the individual client or group of

clients, behavior modification programs, referral source, and therapist.

Employee assistance programs provide counselors a forum in business and industry for individual and group counseling as well as a key role in total organizational productivity. Christiani and Christiani (1979) report that many companies are providing counseling services to their personnel. They continue by reporting on the efforts made by the Utah Copper Division of Kennecott Copper Corporation which established an employee assistance program in 1969 to provide services to employees who were having problems with substance abuse. By 1972 the program was called INSIGHT and was serving the companies 32,000 employees and dependents with substance abuse counseling, marital counseling, and financial counseling.

Business and industry is taking a significant step in the direction of providing in-house or consultative counseling services for their employees. According to upper management counselors can have a positive affect on the organizational environment, policy, and practice through research and implementation of climate enhancing programs such as employee assistance programs (Mazer, 1977). Counselors in employee assistance programs can provide individual and/or organizational facilitative, developmental, crisis, and preventative counseling. The thrust of such efforts by business and industry is to maintain the job performance of those individuals/groups which are having a variety of personal/organizational concerns.

The trend toward the implementation of EAP's is reflected in a study by Sonnernstuhl and O'Donnel indicating that between 1972

and 1978 approximately 2,000 EAP's were established in American business firms, by 1981 there were 5,000 reported EAP's (Smith and Walz 1984). It was found that the cost of assisting those employees with their personal problems and placing them back in the work setting was considerably less than hiring and training new personnel.

Counselors who are interested in working in the business community may find that EAP programs offer the challenge and opportunity to utilize their highly polished professional skills.

Table I provides demographic information which indicates that the larger the business or industry, the more likely they are to have an EAP. Table II indicates the type of services most frequently offered within an EAP and Table III surveys the perceived effectiveness of those services.

Training and Development

Training and development is a method by which business and industry hopes to improve individual and group effectiveness within the organization by presenting and evaluating training programs (Monday and Noe, 1984). Many of the tasks that counselors might perform in the training and development field might include professional self-development, needs analysis, individual development, group and organizational development, planning and counseling, and managing work relationships and counseling.

The development of management staff through training and development programming requires skills that counselors have such as individual and group counseling skills. Christiani and Christiani (1979:167) clarify how counselors skills assist them

in the training of management personnel:

> The interpersonal process of communication is an integral component of successful management, just as it is in a counseling relationship. Therefore, one way to improve the supervisor-subordinate relationship is to train managers in some of the more effective counseling skills that improve interpersonal relationships and build trust and rapport with subordinates. Three basic counseling skills might include, for example: (a) open-ended labels, (b) summary statements, and (c) empathetic responses.

Trainers who have counseling skills and a background in psychology have attained a better grasp of the principles of learning, motivation, training dynamics, behavioral reinforcement, and interpretation of the training results. Counselors and the process of training and development have developed a compatible relationship in which to change the manager for the benefit of the total organization as well as benefit the managers themselves. Leonards (1981) refers to the extensive training that counselors receive which allows them to move into a wide range of functions over and above one-on-one counseling situations. Much of the training counselors receive prepares them for the design, implementation, and evaluation of programs for the industrial setting. The types of training programs that counseling professionals have the capability of designing, implementing, and evaluating with little or no additional training might include:

Interviewing Skill Building

Being Supportive with Employees

Stress Management

Listening Skill Building

Communication Skill Building

Career Development Coaching for Managers

Effective Referral

Setting Objectives for Employees

Delegation Skill Building

Positive Discipline

The shortage of qualified managers has prompted training and development researchers to search for newer and better ways of training and measuring the outcomes of their training (Kurr and Pedler, 1982). Counselors and behavioral scientists may fit the bill for business and industry by offering training programs that require skills in measurement, evaluation, and observation of behaviors that are crucial to job success and job completion. Counselors may utilize an experimental design and research to determine the short and long term effects of training. After the results have been gathered determinations can be made on whether to change the scope and guide of the training programs curriculum.

Counselors, who break in to business and industry via training and development, Employee Assistance Programs, and Career Development Programs often find themselves in a very demanding role which tests their creative and professional skills. As with other areas of business, productivity is crucial. Those counselors which reflect well within their

position may be opening the door for other counselors to follow.

Table I
Percentages of Organizations
Analysis by Size of Organization

No. of employees	No. of respondents	No. of organizations and percent of category	
		With EAP	Without EAP
1-100	58	3(5%)	55(95%)
101-500	205	19(9%)	186(91%)
501-1000	99	24(24%)	75(76%)
1001-5000	102	42(41%)	60(59%)
	40	22(55%)	18(45%)
	504		

Source: Smith, R.L. and Walz, G.R., 1984. Counseling and Human Resource Development. ERIC/CAPS, Ann Arbor.

Table II
Percent of EAP Organizations
Offering Various EAP Activites

Program	Percent offering program
Alcohol rehabilitation	100%
Drug abuse programs	99%
Emotional counseling	94%
Family and marital counseling	91%
Financial counseling	87%
Legal counseling	79%
Career counseling	70%

Source: Ford, R.C. and McLaughlin, F.S., 1981. Employee assistance programs: a descriptive survey of ASPA members, Personnel Administrator, September.

Table III
Perceived EAP Effectiveness
Percent of respondents indicating program is:

Program	Effective	Uncertain	Ineffective
Alcohol rehabilitation	85%	11%	4%
Drug abuse program	68%	27%	5%
Emotional counseling	67%	33%	0%
Family and marital counseling	65%	34%	1%
Career counseling	59%	36%	5%
Financial counseling	58%	38%	4%
Legal counseling	47%	49%	4%

Source: Ford, R.C. and McLaughlin, F.S., 1981. Employee assistance programs: a descriptive survey of ASPA members, Personnel Administrator, September.

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